

**A MEDIUM TERM STRATEGY
FOR
MEMBER DEVELOPMENT
IN WEST BERKSHIRE
2006- 2009**

1.0 Introduction

- 1.1 Since 2001, the Council has developed and delivered an annual Member Development Programme based, in the main, on a series of presentations on key topics made by Council Officers. These Development sessions have been held, in many instances, prior to existing meetings so as to reduce the burden on Members time.
- 1.2 In 2004, the Council arranged for each Member to be interviewed by a Consultant in order to try and assess each individual's training requirements. Job Descriptions were also drafted for particular roles carried out by Councillors (ie: the role of an Executive Member) with suggested core competencies attached to each role. These will be updated to reflect the new structures and form an integral part of this strategy.
- 1.3 With an ever complex working environment this three year Strategy attempts to offer a tiered approach to Member Development recognising the different roles undertaken by Members and looking at the future for Local Government (ie: the Neighbourhood, Community Leadership agenda). The strategy also offers a variety of methods of delivering Development sessions particularly having regard to ICT.

2.0 Context

- 2.1 Over the past five years a significant amount of change has occurred in Local Government and the public sector generally. The Local Government Act 2000 introduced new decision making structures based on an Executive and Scrutiny model replacing the former "Victorian" but well understood committee system.
- 2.2 The new decision making structures have required elected Members to learn new skills and to operate in a different way. More recently the Licensing Act 2003 has also placed additional duties and responsibilities on Members previously undertaken by the local Magistrates Court.
- 2.3 The emergence of Local Strategic Partnerships and Local Area Agreements in particular will make the role of elected Members wider and potentially more exciting but will also bring with it a dichotomy between elected governance and community governance. The "Neighbourhood/Community Leadership" agenda will also place challenges on the role of the elected Member so it will be important to develop a programme of training for Members to enable them to embrace this new direction for Local Government.

3.0 Member Development – Underpinning Principles

- 3.1 West Berkshire Council recognises the importance of training and development in supporting all Councillors in undertaking their roles as community leaders and representatives. The Council therefore commits itself to providing a planned and tiered approach to Member development based on the following principles:

- (i) A Member Development Programme which ensures that Members can fulfill their responsibilities to the local community and provide clear leadership and effective scrutiny of local Council functions.
- (ii) Adopting a Member led strategic approach to development.
- (ii) Ensuring that learning and development is effective in building capacity.
- (iii) All Members are made aware of the training and development opportunities available and are able to attend appropriate sessions put on for officers as well.
- (iv) A recognition that a tiered approach to Member development is required and that Personal Development Plans should be established for Members to meet the needs of the roles they are undertaking (Sample Personal Development Plan attached as Appendix A).
- (v) Adequate resources to meet the objectives of training and development from both external and internal resources.
- (vi) On-line training opportunities to be championed as one way of delivering Member Development modules.
- (vii) A recognition that work associated with Policy Development Commissions, Overview and Scrutiny Commissions and Task Groups offer in themselves opportunities for Development.
- (viii) A willingness to subject the programme to external scrutiny to check its effectiveness and to share information and good practice with other Councils and agencies.
- (ix) An opportunity each year to examine the way that we conduct our business and the commitments we place on elected Members so that those with family and work commitments can come forward to serve their community.
- (x) A recognition of the need to place Member training and development in the context of other strategies to support them as community representatives and leaders.
- (xi) A commitment, subject to appropriate resources, to individual training and development for Members which values and recognises the skills and experiences they bring with them, identifies their individual needs and offers a diversity of ways of meeting these needs.
- (xii) A commitment to evaluating the contribution Members training and development makes to meet the Council's aims and objectives and to supporting and developing the individual Member, and using evaluation in future planning.

4.0 The Roles of Elected Members

4.1 Becoming an elected Member is a rewarding form of public service that puts people in a privileged position where they can make a difference to the quality of someone's daily life. However, being an elected Member is a complicated and diverse role which requires them to balance the needs and interests of their residents, voters, political parties and the Council.

4.2 All of the above groups make legitimate demands on an elected Member's time on top of their personal responsibilities to family, workplace and friends. It is therefore important that elected Members understand their role(s) and are supported in them so that they can perform responsibly and effectively for the Council and maintain the quality of their personal lives.

4.3 The role of an elected Member takes in:

- (i) Ward Representation
- (ii) Decision Making
- (iii) Policy Development and Strategy Review
- (iv) Overview and Scrutiny
- (v) Regulatory Duties
- (vi) Community Leadership and networking

(i) Ward Representation

The principal role of an elected Member is to represent their ward and individual constituents. Electorates expect elected Members to represent them but to do an effective job Members will need to do more than act as channels of communication between the Council and the ward. They have to develop skills that enable them to:

- › Listen carefully to the issues involved.
- › Provide relevant contacts in local government or other services.
- › Help develop a range of achievable solutions to problems.
- › Facilitate meetings and petitions.
- › Offer an overview of the issue.
- › Encourage negotiation and compromise between different groups.

(ii) Decision Making

Elected Members have a central part to play in making decisions that impact on their ward and across the whole Council. Decision making can occur in:

- › Full Council
- › Executive
- › Overview and Scrutiny Commission
- › Policy Development Commissions
- › Area Forums

- › Representation on Outside Bodies/Community Groups
- › School Governors

(iii) Policy Development and Strategy Review

The introduction of Policy Development Commissions will enable elected Members to influence and determine the development and review of key Council policies and strategies. Area Forums, individual case work, involvement in the Overview and Scrutiny Commission and interaction with Executive Members will also provide other opportunities to influence the direction of the Council.

(iv) Overview and Scrutiny Commission

Elected Members have always been required to scrutinise the Council and the introduction of one Overview and Scrutiny Commission is a natural extension of representation. The scrutiny process has become more defined under the Local Government Act 2000 and the role of a Member of the Commission will include:

- › Providing a check on all activities of the Executive through call-in.
- › Monitoring and reviewing performance.
- › Scrutinising external bodies and partners.

(v) Regulatory Duties

Local Authorities are not just providers of services they are also regulators. This involves elected Members in quasi judicial roles, such as planning and licensing. The skills required by elected Members to undertake these roles are unique so it is imperative that appropriate training is provided in this area.

(vi) Community Leadership and Networking

Community leadership is at the heart of the role of modern local government. Leadership in Local Government needs to be democratic, diverse and dynamic to ensure that it can respond to the challenging demands of a changing society. The work of West Berkshire touches the lives of all citizens in the District and effective leadership is the critical means for the improvement of local government.

Leadership is also closely aligned to how effectively an organisation performs. Leadership features strongly in the Comprehensive Performance Assessment Process and it is important therefore to ensure that this aspect is picked up in the Member Development Programme. Leadership is closely aligned to the Ethical Framework for Local Government and it is imperative that Code of Conduct training is a core competency for each Member. In fact, under the CPA each elected Member will have to complete the Audit Commission's Ethical Framework evaluation tool.

4.4 In order for Members to be able to respond effectively to the increasing demands of being a Community Leader information technology is becoming a crucial important tool and it is

therefore important that the Council provides the necessary infrastructure in order to support the expectations and needs of Members from this perspective.

5.0 The Delivery of the Member Development Programme

5.1 It is important when developing the 2006/07 Member Development Programme and subsequent programmes that a tiered approach is taken. It is also important that consideration is given to the most appropriate method of delivering the training so as to maximise the “message” being delivered. It is recognised that not all training and development sessions need to be attended by all Members and that the requirements of each Member will differ depending on their role within the context of the Council.

5.2 The various methods of delivering sessions could involve:

- › Use of an training and development arena on the Members Intranet Pages
- › Officer Presentations
- › Member Presentations
- › Visits and shadowing of Corporate Directors and Heads of Service
- › Internal Providers
- › External providers
- › National and Regional Training Providers
- › Induction Programme

Use of ICT

5.3 The approach taken to date in delivering Member Development Sessions has been based, in the main, on traditional officer presentations delivered prior to planned “Committee” meetings. This has helped to ensure that the appropriate Members are being properly briefed about issues affecting the Committee they sit on but it is accepted that this is not always the best way to deliver training and development sessions.

5.4 Because of the increasing call on Members time greater thought now needs to be given as to the most appropriate method of delivering each session. The improved access to Council systems will provide a vehicle for delivering some of the routine “briefing” sessions for Members. It is proposed to create a training and development arena on the Members Internet Pages which could be used by Members, at their leisure, to bring themselves up to speed with routine briefings issues.

Officer Presentations

5.5 Officer presentations still have a part to play in the Development Programme but careful consideration needs to be given prior to calling in all Members to the session. In future, Member attendance for Development Sessions ought to be restricted to the key competencies and issues and, where possible, these sessions should be held before planned meetings.

Member Presentations

- 5.6 One of the underpinning principles set out in Section 3 is to have a Member led Development Programme. Based on this principle, it is suggested that Members may themselves be able to deliver some Development sessions (Member Champions etc) based on either their knowledge gained from their private employment or via the experience gained from being an elected Member. This will be particularly important in the context of the Induction Module.

Visits and Shadowing

- 5.7 The delivery of some elements of the programme could be undertaken based on Members visiting Council/Partnership based establishments and by shadowing Corporate Directors and Heads of Service. Shadowing could be undertaken based on a generic or specific programme.

Internal Providers

- 5.8 The Council will also make use of some of its excellent internal training providers and resources particularly in relation to the use of ICT. These modules can be offered in a flexible format but can also focus on the use of the Internet, Uniform (the Council's planning system) and in monitoring the Council's overall performance. Members will also be staff training places where vacancies arise so that every opportunity is taken to maximize the opportunities on offer.

External Providers

- 5.8 External providers have an important part to play within the Member Development Programme but consideration would need to be given as to who to employ and the costs involved given the limited resources available. The use of neighbouring authorities to deliver sessions, share costs or to host visits should also be explored as part of the new approach. South East Employers and the IDeA are two of a few established organisations with good experience of delivering training for elected Members.
- 5.10 The use of External providers will also be important given the limited internal capacity and will also offer Members different "face", view and approach to development which would not otherwise be available.

National Programmes

- 5.11 At the strategic level of Local Government, it is apparent that the plethora of partnership arrangements and relationships is going to increase particularly having regard to the emergence of Local Area Agreements. In recognition of this, it is considered that for Members of the Executive/Shadow Executive or aspiring Members of either, that a range of national Leadership/Mentoring programmes delivered by the IDeA be considered for adoption within the approved Member Development Programme.

- 5.12 These Programmes provide the opportunity and environment where elected Members from across the political spectrum can meet leaders from other Councils and parties to talk about issues that are common to them. A copy of the IDeA Member Mentoring Programme is attached to this Strategy.

Induction Programme

- 5.13 In 2007/08, all Council elections will be held. As a result of the 2003 elections the Council had approximately 50% new Councillors elected. Although an Induction Programme was delivered it is considered that a more defined programme needs to be agreed in time for the forthcoming elections so that potential Councillors understand, from an early stage, the short term pressures on their time in relation to Member Development.

6.0 Proposed Member Development Programme for 2006/7 including an Induction Programme for 2007/08

- 6.1 Attached as Appendix B to this Strategy is:

- (i) A targeted programme for 2006/07 recognising that all Members, as a minimum, would have been on the Council for at least three years.
- (ii) A Member Development Programme based on a number of Modules with clear supporting documentation articulating who the development session is aimed at.
- (iii) A Pre Election Programme for the next "generation" of Councillors.
- (iv) An Induction Programme for new Councillors for 2007/08.

- 6.2 The Module for the Induction Programme is considered to be mandatory whilst others within the Programme will depend on the role undertaken by each Member in the context of the Council.

- 6.2 It is proposed that the Induction Programme be run over a three week period and that Councillors be offered a choice of evening or daytime sessions. The Programme will focus on:

- (i) The role of Local Government in the context of a changing environment.
- (ii) The role of a Councillor, including the Ward representative role, and provide an overview of the "tools" available to meet the demands of the role.
- (iii) How the Council works.
- (iv) An introduction to Partnerships and their importance in delivering services locally.
- (v) The importance of working with Parish and Town Councils.
- (vi) Making sense of performance information.

- 6.3 After Induction, Councillors will be given the opportunity to have a personal development interview. The interview will provide individual Councillors with an opportunity to explore the following areas. The result is a personal development plan.

- › Key areas of interest
- › Key objectives

- › Major Challenges and barriers within roles.
 - › Major achievements.
 - › Development activities undertaken in role.
- 6.4 Each of the training sessions will be accompanied by a Profile which will articulate who the session is aimed at and what Members can expect to learn from the session. The training profile will also include details of who will deliver the session and the proposed method of delivery. A sample profile is attached as Appendix C.

Appendix A

Member Personal Development Plan

Name: New Councillor

Ward: Any Ward

Date of Election to Council: May 2007

Role: Community Councillor

Pre Election Member Development Programme (March/April 07)

	Module	Date completed	Comments
1	Councillor Roles and Responsibilities		
2	Support available for Councillors		

Induction Programme - May 07

	Module	Date completed	Comments
1	The role of Local Government in the context of the changing environment		
2	How the Council Works		
3	Councillor Roles and Responsibilities		
4	Support available for Councillors		
5	Ethics and Probity		
6	Council's Priorities and Values		
7	Tour of district highlighting Council priorities		
8	Basic ICT and e Government		
9	An introduction to Equalities		
10	Understanding Local Governance Finance		
11	The importance of working with Parish and Town Councils		
12	Understanding and Managing Performance		
13	Partnerships and Community Planning		
14	Health and Safety		

Further training identified

Further training has been requested on

Member Personal Development Plan

Name: Existing Councillor

Ward: Any Ward

Date of Election to Council: May 2003

Role: Executive Member

Training attended May 2003 – May 2006

Sessions attended to be listed here

2006/07 Programme

	Module	Date completed	Comments
1	Ethics and Probity		
2	Partnerships and Community Planning		
3	The Role of Local Government		
4	Basic ICT and e Government		
5	An introduction to Equalities		
6	Common Purpose Berkshire		
7	Leadership and Mentoring – Exec and Shadow Exec only		

The Role of an Executive Member (from May 07)

	Module	Date completed	Comments
1	Service Grouping Knowledge		
2	Communication		
3	Leadership and Mentoring		
4	Common Purpose Berkshire		
5	Consultation Techniques		
6	Dealing with the Media		
7	Public Speaking/Presentation Skills		
8	Chairing Skills		

Further training identified

Existing Councillor has also requested training on.....

WEST BERKSHIRE COUNCIL – 2006/07 PROGRAMME

Module No	Training/Development	Delivered by	Method of Delivery	Mandatory
No 1	<p>Ethics and Probity To articulate the recent changes made to the Code of Conduct to enable Members to understand the ethical framework within which they are expected to work.</p>	Officers	Presentation	
No 2	<p>Partnerships and Community Planning To provide an overview of the role and status of the West Berkshire Partnership particularly in the context of the Local Area Agreement and the opportunities available for Members to become in the work of the Partnership.</p>	West Berkshire Partnership Board	Workshop and personal presentations from LSP Board Members	
No 3	<p>The Role of Local Government To outline the changing context, both nationally and locally, in which the Council and its partners are operating and to better understand some of the key legislative changes which will impact on the Council.</p>	Members and Partners	Presentation	
No 4	<p>Basic ICT and e Government To learn basic ICT skills in terms of Word and email, introduction to the Members Intranet Pages, develop a</p>	Members/Officers	In house	

	knowledge of E Government generally and to identify opportunities for Councillors to make more use of ICT/E Government.			
No 5	<p>An introduction to Equalities</p> <p>To be able to recognise discriminatory practice and implement remedial action and to avoid discriminatory practice, develop positive strategies for progressing equalities, challenge barriers to equality and gaps in good practice, promote fair treatment within the Ward and Council generally and be able to advise other on the basic tenets of the legislation.</p>	IODA	Presentation	
No 6	<p>Common Purpose Berkshire</p> <p>To better understand the role played and difficulties faced by other agencies in delivering services within Berkshire.</p>	Common Purpose	Regional Programme	
No 7	<p>Leadership and Mentoring</p> <p>To develop participants' leadership style, give them confidence and create a support network among peers in other Councils and parties.</p>	IDeA	National Programme	

WEST BERKSHIRE COUNCIL – PRE ELECTION MEMBER DEVELOPMENT PROGRAMME

Module No	Training/Development	Delivered by	Method of Delivery	Mandatory
No 1	<p>Councillor Roles and Responsibilities To outline the roles, responsibilities and time commitment required to be an elected Member.</p>			
No 2	<p>Support available for Councillors To outline the support available to elected Members in helping them meet their responsibilities as a Councillor.</p>			

WEST BERKSHIRE COUNCIL – MEMBER DEVELOPMENT PROGRAMME

MODULE 1 – INDUCTION PROGRAMME FOR ALL NEW COUNCILLORS 2007/08

Module No	Training/Development	Delivered by	Method of Delivery	Mandatory
No 1.	The role of Local Government in the context of a changing environment To outline the role of Local Government and consider some of the national and local drivers impacting on the District.	Members and Officers	Presentation	Yes
No 2.	How the Council Works To briefly outline how the Council is structured, takes decisions and delivers services.	Members	Presentation	Yes
No 3.	Councillor Roles and Responsibilities To outline the role and responsibilities of an elected Member particularly in relation to their own Wards.	Members and Officers or South East Employers	Presentation	Yes
No 4.	Support available for Councillors To outline the support available to elected Members in helping them meet their responsibilities as a Councillor including an overview of the Allowances Scheme.	Members Services Officer and Leader of each Group	Visit to Members Services and Service Groupings Briefing Note	Yes
No 5.	Ethics and Probity To articulate the roles and responsibilities of the Standards Committee, understand the Ethical	Officers	Presentation	Yes

	Framework and the principles, guidance and rules governing conduct and interpret and apply them to self and others and demonstrate and understanding of why high standards of conduct are important to the overall operation of the authority and its communities.			
No 6	Council's Priorities and Values An introduction to Council's Corporate Plan.	Members	Presentation and Briefing Note.	Yes
No 7	Tour of District highlighting Council Priorities To provide a tour of the District to enable some of the Council's priorities to be highlighted.	Members/Officers	Tour	Yes
No 8	Basic ICT and e Government To learn basic ICT skills in terms of Word and email, introduction to the Members Intranet Pages, develop a knowledge of E Government generally and to identify opportunities for Councillors to make more use of ICT/E Government.	Members/Officers	In house	Yes
No 9	An introduction to Equalities To be able to recognise discriminatory practice and implement remedial action and to avoid discriminatory practice, develop positive strategies for progressing equalities, challenge barriers	Officer	Briefing Note	Yes

	to equality and gaps in good practice, promote fair treatment within the Ward and Council generally and be able to advise other on the basic tenets of the legislation.			
No 10	<p>Understanding Local Governance Finance</p> <p>To gain an overview of how the Council's budget works and is allocated, understand capital expenditure and what it is used for, develop a knowledge of how the Standard Spending Assessment is calculated and its function in the budget process and identify key roles and responsibilities in the management of the treasury and audit processes.</p>	Officer	Briefing Note	Yes
No 11	<p>The importance of working with Parish and Town Councils</p> <p>To outline the role of Parish and Town Councils in the context of delivering services locally and to articulate the ways in which the Council works with them.</p>	Parish/Town Council and Members		Yes
No 12	<p>Understanding and Managing Performance</p> <p>To understand the various strands of performance information (including the relevance of CPA and other inspection regimes) and how they relate to each other, focus on outcomes and impact and make use of information about</p>	South East Employers	Workshop	Yes

	performance to evaluate how well the Council are doing in relation to Council targets, overtime and to national and benchmarked performance.			
No 13	Partnerships and Community Planning To provide an overview of the role and status of the West Berkshire Partnership particularly in the context of the Local Area Agreement.	West Berkshire Partnership Board	Workshop and personal presentations from LSP Board Members	Yes
No 14	Health and Safety To provide an introduction to Health and Safety legislation	Members and Officers	Presentation	Yes
No15	Dealing with the public and accessing information To provide an overview of how to deal effectively with enquiries from the public and how to access information in support of this.	Members and Officers	Presentation and Briefing Papers	Yes

MODULE 2 – THE ROLE OF AN EXECUTIVE/SHADOW EXECUTIVE MEMBER

Module No	Training/Development	Delivered by	Method of Delivery	Links with other Modules
No 1	<p>Service Grouping knowledge To develop a detailed knowledge and understanding of the appropriate Portfolio area in the context of the Corporate Plan and the emerging national agenda. This could include opportunities for shadowing the Corporate Director/Heads of Service.</p>	Members and Officers	On the job, visits, briefing notes and shadowing.	Module 3
No 2	<p>Communications To be able to communicate effectively at all levels focusing on oral communication skills.</p>	Tbc	Tbc	
No 3	<p>Leadership and Mentoring To develop participants' leadership style, give them confidence and create a support network among peers in other Councils and parties.</p>	IDeA	National Programme	
No 4	<p>Common Purpose Berkshire To better understand the role played and difficulties faced by other agencies in delivering services within Berkshire.</p>	Common Purpose	Regional Programme	
No 5	<p>Consultation Techniques To differentiate between the strengths and weaknesses of different approaches to public consultation and be able to appraise the effectiveness of individual public consultation exercises.</p>	Officers	Presentation	Module 3

No 6	Dealing with the Media To respond to interviews by the press, radio and television and critically reflect on their performance in the interview, be aware of the workings of the Media and Media thinking, communicate effectively using verbal and non-verbal communications and write press releases and interviews for radio and television.	South East Employers	Workshop	
No 7	Public Speaking/Presentation Skills To determine the purpose of the speech or presentation, assess the nature of the audience, learn various speaking and delivery techniques and use effective body language.	South East Employers	Workshop	
No 8	Chairing Skills To develop people into effective Chairs so that they achieve the objectives of the meeting, are able to develop strategies to chair a range of meetings and manage conflict and challenging situations in meetings.	South East Employers	Workshop	

MODULE 3 – THE ROLE OF A MEMBER OF THE OVERVIEW AND SCRUTINY COMMISSION

Module No	Training/Development	Delivered by	Method of Delivery	Links with other Modules
No 1	<p>Service Grouping knowledge To develop a detailed knowledge and understanding of the appropriate Portfolio area in the context of the Corporate Plan and the emerging national agenda. This will include opportunities for shadowing the Corporate Director/Heads of Service.</p>	Members and Officers	On the job, visits, Briefing notes and shadowing.	Module 2
No 2	<p>Understanding and Managing Performance To understand the various strands of performance information and how they relate to each other, focus on outcomes and impact and make use of information about performance to evaluate how well the Council are doing in relation to Council targets, overtime and to national and benchmarked performance.</p>	South East Employers	Workshop	Module 2
No 3	<p>Consultation Techniques To differentiate between the strengths and weaknesses of different approaches to public consultation and be able</p>	Tbc	Members and Officers	Module 2

	to appraise the effectiveness of individual public consultation exercises.			
No 4	Skills for Scrutiny To be able to practice a range of skills to manage and participate effectively and confidently in scrutiny meetings.	South East Employers/Other Local Authority Members	Workshops/Presentations	
No 5	Scrutinising the Budget To understand the role of scrutiny in the budget setting process, understand how scrutiny can make a difference and be able to use a variety of tools and techniques to scrutinise service budget and the overall financial plan.	South East Employers	Workshop	
No 6	Partnership and Community Engagement To be able to participate effectively in partnerships, assess the effectiveness of current partnerships and work effectively within the community.	South East Employers and LSP Board Members	Workshop and personal presentations from LSP Board Members	Module 2
No 7	Chairing Skills To develop people into effective Chairs so that they achieve the objectives of the meeting, are able to develop strategies to chair a range of meetings and manage conflict and challenging situations in meetings.	South East Employers	Workshop	Modules 4,5 and 6

MODULE 4 – THE ROLE OF A MEMBER OF A POLICY DEVELOPMENT COMMISSION

Module No	Training/Development	Delivered by	Method of Delivery	Links with other Modules
No 1	<p>Service Grouping knowledge To develop a detailed knowledge and understanding of the appropriate Portfolio area in the context of the Corporate Plan and the emerging national agenda. This will include opportunities for shadowing the Corporate Director/Heads of Service.</p>	Members and Officers	On the job, visits, Briefing notes and shadowing.	Module 2
No 2	<p>Consultation Techniques To differentiate between the strengths and weaknesses of different approaches to public consultation and be able to appraise the effectiveness of individual public consultation exercises.</p>	Presentation	Members and Officers	Module 2
No 3	<p>Chairing Skills To develop people into effective Chairs so that they achieve the objectives of the meeting, are able to develop strategies to chair a range of meetings and manage conflict and challenging situations in meetings.</p>	South East Employers	Workshop	Modules 3,5 and 6

MODULE 5 – THE ROLE OF A MEMBER OF AN AREA PLANNING COMMITTEE

Module No	Training/Development	Delivered by	Method of Delivery	Links with other Modules
No 1	<p>An introduction to the Planning System To provide an introduction to the Planning system, including the Council's roles and responsibilities, the Scheme of Delegation and the Planning Protocol.</p>	Members and Officers	Presentation	
No 2	<p>Local Development Framework To provide an overview of the Local Development Framework in the context of West Berkshire.</p>	Members and Officers	Presentation	
No 3	<p>Chairing Skills To develop people into effective Chairs so that they achieve the objectives of the meeting, are able to develop strategies to chair a range of meetings and manage conflict and challenging situations in meetings.</p>	South East Employers	Workshop	Modules 3,4 and 6

MODULE 6 – THE ROLE OF A MEMBER OF THE LICENSING COMMITTEE

Module No	Training/Development	Delivered by	Method of Delivery	Links with other Modules
No 1	<p>An introduction to Licensing To provide an introduction to the Licensing system, including the Council's roles and responsibilities, the Scheme of Delegation and the Licensing Protocol.</p>	Members and Officers	Presentation	
No 2	<p>Chairing Skills To develop people into effective Chairs so that they achieve the objectives of the meeting, are able to develop strategies to chair a range of meetings and manage conflict and challenging situations in meetings.</p>	South East Employers	Workshop	Modules 3,4 and 5

MODULE 7 – THE ROLE OF A MEMBER OF THE GOVERNANCE AND AUDIT COMMITTEE

Module No	Training/Development	Delivered by	Method of Delivery	Links with other Modules
No 1	Risk Management To provide an introduction to Risk Management.	Officers	Briefing Note	
No 2	Internal Audit To provide an overview of the role and responsibilities of the Internal Audit Service.	Officers	Briefing Note	
No 3	Anti Fraud and Corruption To provide an overview of the Council's Anti Fraud and Corruption Policy particularly as it relates to Benefits.	Officers	Presentation (as part of a planned meeting)	
No 4	Role of External Audit To provide an overview of the role of External Audit	Audit Commission	Presentation (as part of a planned meeting)	
Mo 5	Constitution To provide an overview of the status of the Council's Constitution focusing specifically on the Financial and Contract Rules of Procedure.	Officers	Briefing Note	
No 6	Value for Money Auditing To provide an overview in relation to Value for Money Auditing and the Council's approach to these audits.	Officers	Briefing Note	

MODULE 8 – THE ROLE OF A MEMBER OF THE PERSONNEL COMMITTEE

Module No	Training/Development	Delivered by	Method of Delivery	Links with other Modules
No 1	Introduction to the Law	Officers	Briefing Note	

	relating to HR To provide an overview of the legislative framework in relation to HR and the Council's policies which support the function.			
No 2	The Role of the Committee To provide an overview of the role of the committee in the context of the other decision making bodies of the Council.	Members and Officers		

MODULE 9 – THE ROLE OF A MEMBER OF THE STANDARDS COMMITTEE

Module No	Training/Development	Delivered by	Method of Delivery	Links with other Modules
No 1	Introduction to the Role of the Standards Committee To provide an overview of the role and responsibilities of the Standards Committee.	Chairman of Standards Committee	Briefing Note or presentation prior to a planned meeting	
No 2	Ethical Framework To provide an overview of the ethical framework and in relation to the Council's procedures and processes for investigating and determining complaints locally.	Officers	Briefing Note or presentation prior to a planned meeting	

The Drug and Alcohol Team..... What is it and what does it do?

**Thursday 30th March 2006
6.30 – 8.00 pm**

Council Chamber, Market Street

	<p>Audience</p> <p>Mandatory – members of the Safer, Stronger and Sustainability Policy Development Commission and Health Scrutiny Panel Voluntary – all other Councillors</p>
<p>Content and Objectives</p>	<p>What is the West Berkshire DAAT?</p> <p>‘Tackling Drugs’ – Delivering the National Drugs Strategy National themes and local drugs services</p> <p>How services are being developed to meet the needs of drug users and the new service user group</p>
<p>Facilitators</p>	<p>Susan Powell, DAAT Manager The Edge – Young Peoples Service Turning Point – Adult Community Service West of Berkshire Substance Misuse Service Primary Care – Care of patients by GPs Newbury User Team</p>
<p>Method of Delivery</p>	<p>Presentations and question and answer session Briefing sheets on Members Intranet</p>
<p>Further Information</p>	<p>Further information is available from Susan Powell, DAAT Manager on 01635 519849 or email spowell@westberks.gov.uk</p>